

State Government Workforce Succession Trends Report

Commonwealth of Virginia

| FY 2017 | | | |
|--|------------|----------|--|
| MEASURE | STATE | INDUSTRY | INDUSTRY SOURCE |
| Turnover Rate (Voluntary) | 14.5% | 13% | All Industries – SHRM* 2017 HCM Benchmarking Survey |
| Time to Fill Vacancies | 87 days | 30 days | All Industries – BLS (DHI-DHS & JOLTS)** |
| Employment Offer Acceptance Rate | 85.8% | 91% | All Industries – SHRM* 2017 Talent Acquisition Survey |
| Average Tenure Rate | 11.7 years | 8 years | All Industries – SHRM* 2017 HCM Benchmarking Survey |
| Eligibility Rate for Flex Work Schedules | 54.28% | 27.5% | Industry Norm - Across Industries - BLS |
| Average Employee Age | 46.6 | 42.2 | National Average All Occupations All Industries - BLS |
| Percentage Eligible to Retire | 11.7% | 15% | US Census Bureau Social Security Benchmark of 65 |
| Average Age at Retirement | 61.97 | 64 | US Census Bureau Data - 2016 |
| Non-Cash Compensation (Benefits) | 52.2%*** | 37.4% | 2017 BLS - Employer Costs - State and Local Government |
| Internal/External Hiring Rate | 33%/67% | 25%/75% | SHRM* Talent Acquisition Survey |

*SHRM: Society for Human Resource Management

**DHI-DHS & JOLTS: DHI Group Hiring Indicators and DOL Job Openings and Labor Turnover Survey (working days)

***Includes SPORS and VALORS employees

| FY 2016 | | | |
|--|---------------|------------|--|
| MEASURE | STATE | INDUSTRY | INDUSTRY SOURCE |
| Turnover Rate (Voluntary) | 14.1% | 12% | All Industries - SHRM* 2016 HCM Benchmarking Survey |
| Time to Fill Vacancies | 72 days | 26.5 days | All Industries - BLS (DHI-DHS & JOLTS)** |
| Employment Offer Acceptance Rate | 88.8% | 89% | All Industries - SHRM* 2016 Talent Acquisition Survey |
| Average Tenure Rate | 11.8 years | 7.7 years | Public Sector Wage & Salary Workers - BLS |
| Eligibility Rate for Flex Work Schedules | ~50% | 27.5% | Industry Norm - Across Industries - BLS |
| Average Employee Age | 46.6 years | 42.2 years | National Average All Occupations All Industries - BLS |
| Percentage Eligible to Retire | 11.7% | 15% | US Census Bureau Social Security Benchmark of 65 |
| Average Age at Retirement | 63.03 years | 63 years | US Census Bureau Data |
| Non-Cash Compensation (Benefits) | 44.00%*** | 31.6% | 2016 BLS - Employer Costs - State and Local Government |
| Internal/External Hiring Rate | 39.70%/60.30% | 25%/75% | SHRM* Talent Acquisition Survey |

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**DHI-DHS & JOLTS: DHI Group Hiring Indicators and DOL Job Openings and Labor Turnover Survey (working days)

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| FY 2015 | | | |
|--|---------------|------------|--|
| MEASURE | STATE | INDUSTRY | INDUSTRY SOURCE |
| Turnover Rate | 13.15% | 6-10% | Benchmark All Industries – World@Work |
| Time to Fill Vacancies | 72 days | 26.6 days | All Industries – BLS (DHI-DHS & JOLTS)* |
| Employment Offer Acceptance Rate | 88.8% | 80% | Society for Human Resource Management |
| Average Tenure Rate | 12 years | 7.8 years | Public Employers Industry Norm - BLS |
| Eligibility Rate for Flex Work Schedules | ~50% | 27.5% | Industry Norm - Across Industries - BLS |
| Average Employee Age | 47 years | 42.6 years | National Average All Occupations All Industries - BLS |
| Percentage Eligible to Retire | 12.08% | 13% | US Census Social Security Benchmark of 65 |
| Average Age at Retirement | 62.45 years | 62 years | 2014 Gallup Report -All Industries – BLS |
| Non-Cash Compensation (Benefits) | 44.49%** | 36% | 2014 BLS - Employer Costs - State and Local Government |
| Internal/External Hiring Rate | 32.52%/67.48% | 25%/75% | SHRM* Talent Acquisition Survey |

**DHI-DHS & JOLTS: Dice Hiring Indicators and DOL Job Openings and Labor Turnover Survey*

***Includes SPORS and VALORS employees*

| FY 2014 | | | |
|--|-------------|------------|--|
| MEASURE | STATE | INDUSTRY | INDUSTRY SOURCE |
| Turnover Rate | 11.1% | 6-10% | Benchmark All Industries – World@Work |
| Time to Fill Vacancies | 88 days | 25 days | All Industries - BLS |
| Employment Offer Acceptance Rate | 88.8% | 80% | Society for Human Resource Management |
| Average Tenure Rate | 12 years | 7.8 years | Public Employers Industry Norm - BLS |
| Eligibility Rate for Flexible Work Schedules | ~50% | 27.5% | Industry Norm – Across Industries - BLS |
| Average Employee Age | 47 years | 42.4 years | National Average All Occupations All Industries - BLS |
| Percentage Eligible to Retire | 11.6% | 13% | US Census Social Security Benchmark of 65 |
| Average Age at Retirement | 61.53 years | 62 years | 2014 Gallup Report – All Industries – BLS |
| Non-Cash Compensation (Benefits) | 48.4%* | 36% | 2014 BLS – Employer Costs - State and Local Government |
| Internal/External Hiring Rate | 40.3%/59.7% | 25%/75% | SHRM* Talent Acquisition Survey |

**Includes SPORS and VALORS employees*